DURHAM

City of Durham

Comprehensive Parking Study

1869
CITY OF MEDICINE

Downtown Study Area

PEER CITY OUTREACH

10 | Peer City Outreach

One of the quickest ways to measure the success and efficiency of a parking program is to evaluate it in comparison to other similar communities and programs. The peer city review is a quick and meaningful effort that allows the subject community inside the programs of other community parking programs, learning new best management practices and strategies that have strengthened these sister communities.

For this exercise, the project team identified nine communities that are either similar in scale, similar in location, or are looked at as communities that exemplify a high-level of parking management performance. The intent was to provide a comparison of both similar cities from the Mid-Atlantic/Southeast regions, as well as mid-sized cities with well performing parking programs.

Peer City Descriptions

The nine peer cities, shown on the map below, represent a variety of parking program characteristics. Some programs are small scale, while others are very robust and act as a standalone entity within the City. Some of the programs are not departments within the City, but rather a function of the downtown management district. Some programs are holistic departments within the City, while others are composites of several departments managing several aspects of the parking system.
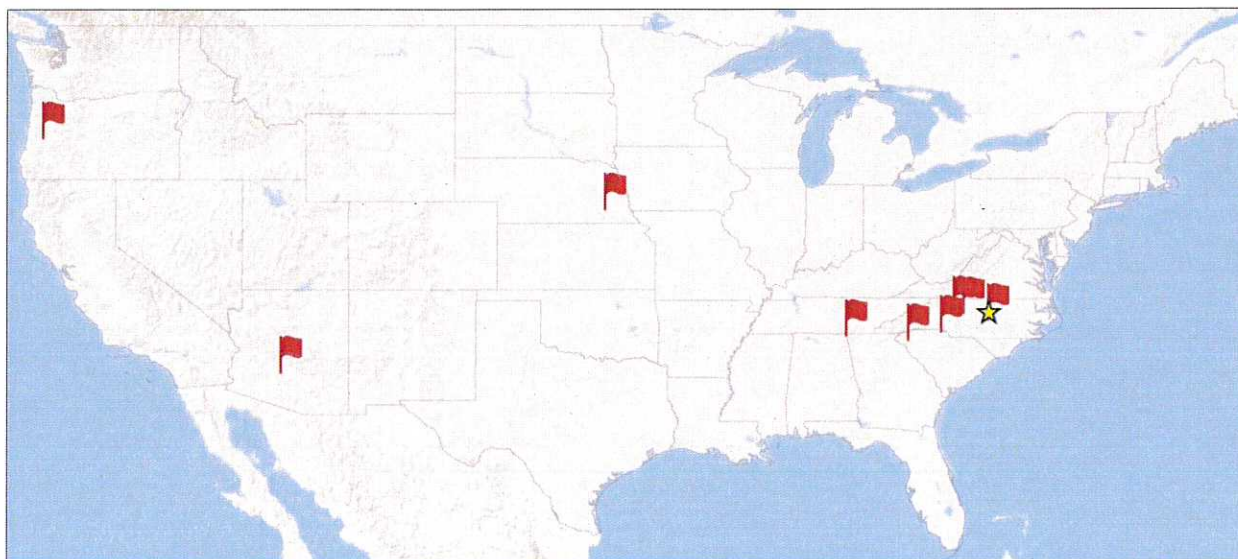
The following sections provide a description of each of the programs, including contact information for the primary parking manager. These individuals represent a core network of peers that can be beneficial to the City of Durham as they implement the recommendations from this study. The City is encouraged to maintain contact with these peers, using this group as a network for idea sharing and implementation support.

DURHAM

City of Durham

Comprehensive Parking Study

Downtown Study Area

PEER CITY OUTREACH

1869
CITY OF MEDICINE

Raleigh, NC

Contact Information	
Mr. Gordon Dash	Parking Administrator
Email: Gordon.Dash@raleighnc.gov	Telephone: 919-996-3030

Department Metrics	
Number of Parking Spaces Managed	On-Street: Paid – 1,204; Other – 500 Off-Street: 8,788
Number of Employees	38
Parking Budget	$12,000,000

Community Metrics	
Population	416,126
Program Type	Management Agreement Operated Programs – City operates and manages the on-street facilities, and off-street facilities are managed by a private company (McLaurin Parking Company)
Services Managed	On-street (City): enforcement, collections, maintenance Off-street: operations and maintenance
On-Street Parking Rate	$1.00 per hour
Off-Street Hourly Parking Rate	Decks: First 15 minutes free, $1.00 per 30 minutes, $12.00 daily maximum Lots: $1.00 per hour, $8.00 daily maximum
Off-Street Monthly Parking Rate	Decks: $100.00 – 125.000 Lots: $60.00

Greensboro, NC

Contact Information	
Ms. Robin Davenport	Parking Operations Manager
Email: robin.davenport@greensboro-nc.gov	Telephone: 336-373-2156

Department Metrics	
Number of Parking Spaces Managed	On-Street: Paid – 901; Other – 530 Off-Street: 3,278
Number of Employees	15 Full Time, 4 Part Time
Parking Budget	$3,800,000

Community Metrics	
Population	273,419
Program Type	City operated
Services Managed	Collection, maintenance, and enforcement
On-Street Parking Rate	$0.50 per hour
Off-Street Hourly Parking Rate	Decks and Lots: $0.50 per hour, $6.00 daily maximum
Off-Street Monthly Parking Rate	Decks and Lots: $50.00

DURHAM

City of Durham

Comprehensive Parking Study

1·8·6·9
CITY OF MEDICINE

Downtown Study Area

PEER CITY OUTREACH

Winston-Salem, NC

Contact Information	
Mr. Rodd Ring	Transportation Operations Manager
Email: RODDR@cityofws.org	Telephone: 336-747-6990

Department Metrics	
Number of Parking Spaces Managed	On-Street: N/A Off-Street: 2,250
Number of Employees	20
Parking Budget	$1,500,000

Community Metrics	
Population	232,397
Program Type	City operated
Services Managed	Collections, maintenance, and enforcement of on-street parking facilities and 5 garages.
On-Street Parking Rate	Single-Space Meter Rates: $0.50 per hour maximum Pay Station Rates: varies between $1.00 per hour to $1.67 per hour, depending on time period
Off-Street Hourly Parking Rate	Decks and Lots: $1.00 per hour, $9.00 daily maximum
Off-Street Monthly Parking Rate	Decks and Lots: $42.00 – 65.00 typ., $95.00 reserved

DURHAM

City of Durham

Comprehensive Parking Study

1 8 6 9
CITY OF MEDICINE

Downtown Study Area

PEER CITY OUTREACH

Charlotte, NC

Contact Information	
Ms. Doreen Szymanski	Public Service and Communications Division Manager
Email: dszymanski@ci.charlotte.nc.us	Telephone: 704-336-7527
Ms. Clement Gibson	Special Programs Manager for Park It!
Email: cgibson@ci.charlotte.nc.us	Telephone: 704-336-4905

Department Metrics	
Number of Parking Spaces Managed	On-Street: Paid – 1,100; Other – 690 Off-Street: 0
Number of Employees	15
Parking Budget	$1,250,000

Community Metrics *(all off-street parking is privately owned and rates vary widely)*	
Population	751,074
Program Type	On-street parking is outsourced to Central Parking Corporation. Off-street parking is all privately owned.
Services Managed	Collections, management, enforcement
On-Street Parking Rate	$1.00 per hour
Off-Street Hourly Parking Rate	Decks and Lots: $5.00 or $6.00 for first hour, $4.00 or $6.00 each additional hour. $20.00 daily maximum
Off-Street Monthly Parking Rate	Decks and Lots: $65.00 – 130.00 typ.; $200.00 reserved

DURHAM

City of Durham

Comprehensive Parking Study

Downtown Study Area

PEER CITY OUTREACH

1869
CITY OF MEDICINE

Greenville, SC

Contact Information	
Mr. Dennis Garrett	General Manager Parking
Email: dgarrett@greenvillesc.gov	Telephone: 864-467-4900

Department Metrics	
Number of Parking Spaces Managed	On-Street: Paid – 0; Other – 750 Off-Street: 5,700
Number of Employees	28 Full Time, 25 Part Time Event
Parking Budget	$6,000,000

Community Metrics	
Population	59,366
Program Type	City operated
Services Managed	Collections, maintenance, enforcement
On-Street Parking Rate	Free
Off-Street Hourly Parking Rate	Decks: $0.75 per half hour, $6.00 daily maximum Lots: $1.00 per hour, $6.00 daily maximum
Off-Street Monthly Parking Rate	Decks: $70.00 Lots: $52.00

DURHAM

City of Durham

Comprehensive Parking Study

1869
CITY OF MEDICINE

Downtown Study Area

PEER CITY OUTREACH

Chattanooga, TN

Contact Information	
Mr. Brent Matthews	Director of Parking
Email: brentmatthews@gocarta.org	Telephone: 423-629-1411

Department Metrics	
Number of Parking Spaces Managed	On-Street: Paid – 2,100; Other – 300 Off-Street: 3,100
Number of Employees	N/A
Parking Budget	N/A

Community Metrics	
Population	170,136
Program Type	Hybrid organization managed by Parking Authority staff with contracted operations and maintenance.
Services Managed	Collection, maintenance, and enforcement of on-street meters, 6 surface lots, and 3 garages. Republic handles enforcement in some garages.
On-Street Parking Rate	$0.75 per hour
Off-Street Hourly Parking Rate	Decks: $1.00 – 4.00 per hour, $7.00 daily maximum Lots: $1.00 per hour, $5.00 daily maximum
Off-Street Monthly Parking Rate	Decks: $44.00 – $60.00 Lots: N/A

Lincoln, NE

Contact Information	
Mr. Ken Smith	Parking Manager
Email: KSmith@lincoln.ne.gov	Telephone: 402-441-4617

Department Metrics	
Number of Parking Spaces Managed	N/A
Number of Employees	N/A
Parking Budget	N/A

Community Metrics	
Population	262,350
Program Type	Hybrid organizational structure managed by City staff with contracted enforcement.
Services Managed	Collections and maintenance. Enforcement is privatized.
On-Street Parking Rate	$0.50 per hour
Off-Street Hourly Parking Rate	Decks: First Hour Free, $1.00 per hour after, $9.00 daily maximum Lots: $0.50 – 1.00 per hour, $9.00 daily maximum
Off-Street Monthly Parking Rate	Decks: $60.00 – 80.00 typical; $95.00 reserved Lots: $20.00 – 45.00

Tempe, AZ

Contact Information	
Mr. Adam Jones	Deputy Director
Email: adam@downtowntempe.com	Telephone: 480-355-6070

Department Metrics	
Number of Parking Spaces Managed	On-Street: Paid – 770; Other – 0 Off-Street: 10,090
Number of Employees	31
Parking Budget	$2,600,000

Community Metrics	
Population	164,264
Program Type	Downtown BID Managed – Downtown Tempe Community Inc. operates on-street, off-street facilities. Planning decisions done by the City
Services Managed	On-street, Off-street maintenance and collections
On-Street Parking Rate	$1.50 per hour (80 – 180 minute limit)
Off-Street Hourly Parking Rate	Decks: First Hour Free, $1.50 per hour after, $12.00 daily maximum Lots: $1.50 – 2.00/hour, $8.00 – 12.00 daily maximum
Off-Street Monthly Parking Rate	Decks and Lots: $40.00 – 45.00

DURHAM

City of Durham

Comprehensive Parking Study

1869
CITY OF MEDICINE

Downtown Study Area

PEER CITY OUTREACH

Eugene, OR

Contact Information	
Mr. Jeff Petry	Deputy Director
Email: jeff.t.petry@ci.eugene.or.us	Telephone: 541-682-5079

Department Metrics	
Number of Parking Spaces Managed	On-Street: Paid – 1,400; Other – 4,000 (residential) Off-Street: 2,300
Number of Employees	12
Parking Budget	$5,000,000

Community Metrics	
Population	156,921
Program Type	City Operated
Services Managed	On-/Off-Street Operations, Enforcement, Marketing
On-Street Parking Rate	$1.00 per hour (city), $1.70 per hour (campus)
Off-Street Hourly Parking Rate	Decks and Lots: $1.00 per hour, $6.00 daily maximum
Off-Street Monthly Parking Rate	Decks and Lots: $40.00 – 57.00 ($20.00 – 28.00 for rideshare)

Interview Results

The following questions were asked of each of the peer cities. The responses below are representative samples of the responses. Full responses can be found in the Appendix of this report.

1. Define the parking management structure within your community. Who operates on-street parking? Who operates off-street parking? Who enforces parking regulations? Who defines parking planning and infrastructure decisions?

   - Greenville, SC – Everything is operated through the Parking Program, which is housed under the Public Works Department.

   - Winston-Salem, NC – Everything is operated through the Transportation Department.

   - Chattanooga, TN – CARTA manages on-street parking, six surface lots, three garages, collections, maintenance, and enforcement. Planning is done in conjunction with the Traffic Engineering department.

   - Tempe, AZ – The Downtown Tempe Community Inc. (DTC) operates the on- and off-street, enforcement, maintenance, and collections. Planning decisions are made at the City but DTC has a seat at the table.

DURHAM

City of Durham

Comprehensive Parking Study

1 8 6 9
CITY OF MEDICINE

Downtown Study Area

PEER CITY OUTREACH

- Lincoln, NE – The City uses a hybrid approach with the Parking Manager and Accountant housed under the Urban Development department and all operations outsourced to a private parking operator who reports back to the Parking Manager.

- Charlotte, NC – Also uses a hybrid approach with minimal City staff (15 full time staff) overseeing an outsourced parking program. The City indicated the benefits of this approach are more efficient management of the program and a greater flexibility with management decisions.

- Eugene, OR – The parking department manages everything but planning decisions but they have a seat at the table.

- Raleigh, NC – Hybrid program with City staff overseeing and staffing the on-street program, and the parking manager overseeing an outsourced off-street program.

2. When was the last time your community did a comprehensive or strategic plan? What are some of the lessons you learned from that exercise? What would you pass on as key strategies or recommendations?

- Lincoln, NE – Last study completed in 2009/2010. The results helped to set a vision for the parking program and began the process for the full outsourcing and management of on-street operations.

- Tempe, AZ – Last study completed in 2010. The study provided a road map for defining provision of public parking for private demands. The general results were that a provision of parking for private demands should return a 5:1 investment in the downtown area.

- Greensboro, NC – Last study completed in 2007. The study provided guidance for residential parking programs and promoted a large parking marketing program, including surveys, signage, brochures, websites, etc.

- Raleigh, NC – Last study completed in 2008. The study concluded that the City could do a much better job handling complaints and responsiveness, by bringing on-street program in house and that there was an abundance of available parking, even though the perception said there wasn't enough.

3. What is your approach to parking pricing? Do your off-street and on-street rates complement one another? How often do you adjust rates?

- Raleigh, NC – The current system has on-street rates at $1.00 per hour consistently throughout downtown. The off-street rates are higher, but those are based on the outstanding debt service owed on the garages. The hope is to get to performance based pricing at some time in the future.

- Eugene, OR – The current downtown on-street system is set at $0.75 to $1.00-per hour, but there is an impending change to $1.25 per hour soon. The off-street rates are set at the value at which they balance demand, but are lower than on-street rates.

- Charlotte, NC – On-street rates have not changed in 15 years. The last rate change took them to $1.00 per hour. On-street is priced lower than off-street, because off-street parking is privately owned.

- Greenville, SC – On-street parking is free, while off-street parking is set at $1.50 per hour. Last rate change was in 2005 or 2006.

- Winston-Salem, NC – Has recently changed their on-street parking pricing structure to include a form of progressive pricing. In April 2010, the City introduced a new rate structure that allows

DURHAM

City of Durham

Downtown Study Area

Comprehensive Parking Study

PEER CITY OUTREACH

1869
CITY OF MEDICINE

for low initial rates and higher rates as the motorist chooses to buy more time. See Table 10.1 for more details.

Table 10.1 – Winston-Salem, NC On-Street Parking Rates

Time Period	< 1 hour	1 hour	2 hours	3 hours	4 hours	5 hours	6 hours	6+ hours
Cost	$0.25	$0.50	$1.00	$2.00	$4.00	$6.00	$8.00	$10.00

- Greensboro, NC – On-street parking is set at $0.50 per hour. Off-street is now set at $0.75 per hour (as of July 1, 2012).

- Chattanooga, TN – Now that CARTA has control of the on-street parking, they are making incremental steps to balance parking pricing. As of right now, the on-street rates are $0.75 per hour, but a new ordinance is set to allow for increase up to $2.00 per hour. The parking program plans to step rates up at $0.25 increments.

- Tempe, AZ – Set rates on-street to allow for 15-20% vacancy of spaces. Recent introduction of credit card meters have allowed for greater acceptance and payment of current rates. Off-street rates are adjusted as supply and demand dictate.

- Lincoln, NE – The on-street/off-street balance is upside down right now, but a current ordinance intends to raise on-street rates to $1.00 per hour, with provisions for $0.25 step ups beyond that.

4. What is your approach to customer service related to parking? How does this occur in the enforcement environment? The management of parking? The marketing of parking?

- Lincoln, NE – The City recognizes that parking is the first experience a downtown consumer makes and tries to make parking a "non-experience." Their enforcement program uses the ambassador model while their first hour free program provides incentive for users to park off-street.

- Tempe, AZ – Market parking as easy and seamless. Enforcement is set up to promote compliance over citations.

- Chattanooga, TN – Enforcement staff are trained as ambassadors, with hospitality training, "causal uniforms," and an emphasis on "on foot patrols" helping people with directions and parking decisions.

- Winston-Salem, NC – Approach is to "keep people honest" by promoting education of parking regulations through regular enforcement of downtown.

- Greenville, SC – Improving education of parking regulations through marketing and educational materials. Created a customer service coordinator position with the intention of improving parking education.

- Charlotte, NC – Looking to improve customer service. Would like to move to the ambassador model, but hard to find staff who can wear both hats. Motto: *Public Service is our Business.*

- Eugene, OR – Try to operate in grey area, instead of black and white…using common sense when applying tickets. Motto: *Enhance neighborhood livability and improve economic prosperity.*

- Raleigh, NC – High emphasis is placed on customer service. The City hires people with good approach to customer service and good command of the English language. Like agents to be dressed in police style of uniform – commands more respect. Previous operators used a less formal uniform, which led to more hostility and less respect. Agents are instructed to work as ambassadors and have to pass routine tests about location, directions, destinations, and helping people.

5. What is your approach to using technology? On-street? Off-street? Enforcement?

- Greenville, SC – All garages are fully automated with pay in lane systems and no cashiers.

- Lincoln, NE – Off-street system is cutting edge (pay-in-lane), but the on-street system needs an upgrade (*RFP on the street now*). Looking to get into license plate recognition for on-street enforcement.

- Tempe, AZ – Has single space credit card meters on-street, sensors for data collection, and credit card payments off-street. Off-street could use improvement.

- Chattanooga, TN – Uses a combination of multi-space meters and single-space meters on-street. Also uses License Plate Recognition (LPR) technology for off-street enforcement.

- Winston-Salem, NC – Multi-space meters on-street and credit card acceptance off-street.

- Charlotte, NC – Multi-space meters on-street with a pay-by cell add on component.

- Eugene, OR – Enforcement officers carry iPhones to use scheduling, photo documentation, application (e-park Eugene), ticket/citation issuance, Evernote (screenshots). Uses LPR for on-street enforcement. Single space credit card meters on-street, multi-space meters off-street, with a pay-by-cell component on each.

- Raleigh, NC – Multi-space meters with sophisticated back-end enforcement software. Pilot study of sensors ongoing.

6. Do you do a first hour free program? What have been the tangible and intangible benefits of this program?

- Greenville, SC – No, because garage occupancy is already high so no need to incentivize.

- Lincoln, NE – Yes, and have seen the durations of stay increase by one hour. The business community loves the program and it has replaced all validation programs.

- Tempe, AZ – Yes, and the program has provided good will and added value to the downtown businesses, as well as enticing consumers to park off-street.

- Greensboro, NC – Have had the program for several years. The trend they have noticed is people trying to get in and out of the garages in an hour or less.

7. What is your approach to parking enforcement (i.e. compliance versus citation issuance)? How do you measure success with enforcement? What are key lessons or strategies you can impart on peer cities?

- Winston-Salem, NC – Success metrics are a tightrope, with some measuring it by tickets, some by complaints, and some by fines. Try to provide the consumer an easy method of payment and a less confusing citation program.

- Lincoln, NE – Avoids using a stealth approach to enforcement. Encourage staff to "walk and talk," helping customers with problems. Have seen the number of violations go down since taking over enforcement.

DURHAM

City of Durham

Comprehensive Parking Study

1869
CITY OF MEDICINE

Downtown Study Area

PEER CITY OUTREACH

- Tempe, AZ – "Compliance Over Citations." Using education to help promote proper parking, rather than heavy handed ticketing. As fine revenue goes down, they have seen meter revenue go up.

- Chattanooga, TN – Takes a "friendly approach" to ticketing. Have removed staff in cars and placed staff on foot. Seen fewer complaints.

- Greensboro, NC – "Educate through Enforcement"

- Charlotte, NC – Don't want to cite people to death. Educate to improve compliance.

- Eugene, OR – Looking for 5% decrease in the number of tickets annually (improving education for parking compliance). Encourages staff to write "Great Tickets."

- Raleigh, NC – Citations issued + revenue generated + complaints generated – less complaints and less citations is a good indicator.

8. What is your #1 priority related to your program? How does that align with the strategic vision of your community?

- Eugene, OR – Marketing and rebranding the program.

- Raleigh, NC – Pay off debt service.

- Charlotte, NC – New meters and clear signage.

- Greenville, SC – Planning for the future.

- Lincoln, NE – Providing quality service to citizens.

- Winston-Salem, NC – Promote economic development.

- Tempe, AZ – Promote a positive image of the downtown and parking program.

- Chattanooga, TN – Make sure parking is represented well in all functions/decisions.

- Greensboro, SC – Educate parking consumers.

9. What is the perception of parking in your community? How has that changed since you took over? What were key decisions that improved the perception of parking? What decisions have negatively impacted the perception of parking?

- Greensboro, NC – Parking is a "Catch 22" business; everyone wants it free, but also readily available.

- Greenville, SC – Not enough parking.

- Lincoln, NE – Improving the program has provided a "One Stop Shop."

- Winston-Salem, NC – It's "Hard to Find Parking" downtown.

- Tempe, AZ – The parking experience has become easier.

- Chattanooga, TN – There isn't enough parking, even though this perception is false.

- Charlotte, NC – People love the ParkIT! Program. The Park It! on-street program is a Charlotte Department of Transportation turnkey operation outsourced to Central Parking Corporation.

- Eugene, OR – Downtown doesn't have an identity right now but it's coming. Most people say they don't care or "it sucks." Art program has helped to bring in a niche market. It creates a creative culture and excitement in downtown.

DURHAM

City of Durham

Comprehensive Parking Study

1869
CITY OF MEDICINE

Downtown Study Area

PEER CITY OUTREACH

- Raleigh, NC – When Gordon came 5 years ago, his neighbors were of the opinion that "no one would come downtown, it would take forever to find a space, and you would likely get a ticket." In the last 5 years, they have implemented paid parking, and it has become easier to find a space. Downtown has better generators to draw people downtown and the parking has improved in concert with it.

10. If you could change one thing about your program, what would it be?

- Chattanooga, TN – "Wouldn't change anything."

- Greensboro, NC – "Added support from top down."

- Greenville, SC – "Improve education and awareness."

- Lincoln, NE – "Keep politics out of decision making."

- Winston-Salem, NC – "Better maintenance of garages through capital budget."

- Tempe, AZ – "Control of adjudication process."

- Charlotte, NC – "Up the rates and/or extend the hours."

- Eugene, OR – "Improve Outdated Signage."

- Raleigh, NC – "More equitable pay for enforcement staff."

Peer City Review Key Findings

The following is a summary of the overarching findings from completing each of the peer city interviews.

Use of a Hybrid Management Model

Most of the cities interviewed used some type of hybrid management model. Use of a hybrid management model allows cities to oversee parking operations with minimal staffing and the ability to making planning decisions with regards to the parking program. City staff is typically responsible for overseeing the outsourced program, but the daily operations and management are conducted by the management company that the program was outsourced to. Many of the cities decided to move to a hybrid management model as a means to improve efficiency and scope of operations without committing to additional City manpower.

Use of Newer Technology for On-Street and Off-Street Parking Revenue Control

Most of the cities interviewed have implemented new parking technology within the past five years, including multi-space meters, pay-in-lane systems for off-street facilities, single-space credit card enabled meters, and use of iPhones for enforcement officers. Many cities noted using a combination of each of these technologies or a mixture with their older technologies. In addition to the tangible benefits to consumers and management, the use of newer technology allows cities to take advantage of the streamlined back-end enforcement and management software, enabling them to make more informed parking pricing decisions and streamline revenue collections and enforcement.

First Hour Free for Off-Street Parking Facilities

More than half of the cities interviewed had a first hour free program in their off-street parking facilities. The cities noted that their first hour free programs have had multiple benefits, but most noted the benefits to nearby businesses as the primary reason for implementing and maintaining the program. First hour free programs entice people to park off-street, reducing on-street parking demands. However, one city noted that

DURHAM

City of Durham

Comprehensive Parking Study

1869
CITY OF MEDICINE

Downtown Study Area

PEER CITY OUTREACH

their reason for not implementing a first hour free program is that their off-street facilities already have such a high demand that they do not need to have a program to entice people into the garages and lots.

First hour free programs also encourage people to park for longer periods of time, in off-street parking facilities. Since the first hour is free, people are more inclined to park longer than they normally would have if they had to pay for multiple hours, which is beneficial for the surrounding businesses in terms of increased traffic and potential sales. However, one respondent noted that they saw a trend where people park and leave within that one hour window to avoid paying for parking, essentially using off-street facilities as short-term parking. Regardless of this trend, the first hour free program still encourages people to park off-street and visit local businesses for longer.

Parking Enforcement Officers as Ambassadors

Many of the cities are starting to use their parking enforcement officers as city ambassadors, rather than simple enforcers of traffic and parking violations. Many cities are educating their parking enforcement officers on parking management, the city services as a whole, and are having their officers perform their enforcement duties on foot rather than in vehicles so that they are more approachable and able to have conversations with patrons. A face-to-face conversation with an informed parking enforcement officer helps to placate the public because questions can be answered on the spot. Additionally, the officers can help educate the public on parking regulations and how and where to properly park. As a result, these cities have seen a decrease in violations and perceptions towards parking officers and parking programs in general have become more positive. Cities that have taken such an approach with their parking enforcement officers are receiving fewer complaints. As compliance increases with the ambassador approach, revenue from citations will inevitably decrease as well. However, one city noted that they have experienced a decrease in revenue from citations, but also have seen an increase in revenue from the meters because people are paying for the full amount of parking rather than parking illegally. Overall, the consensus from the peer cities interviewed was that parking enforcement officers should be used in a more "customer service" role that promotes a positive image of the Downtown and creates a better experience for the consumer.

Development of Education and Marketing Programs

To improve compliance with parking regulations and to make the perception of parking more positive, many cities developed education and marketing programs to explain the "how and why" of parking regulations. Similar to using parking enforcement officers as ambassadors, cities are taking the approach of improving compliance over violations to increase revenues and improve the perception of their parking program. However, many cities realize that general public education cannot be accomplished simply with ambassadors – there needs to be a wider education and marketing campaign.

Parking in downtown areas has a long standing negative perception. People say that they "cannot find a spot," "will likely get a ticket no matter where they park," etc. Education and marketing programs work to dispel these negative perceptions by educating the public on how the parking program works. Additionally, having a brand or some type of persona attached to the parking program helps people identify and relate with it. Many cities have undertaken rebranding for their entire parking program to help standardize parking for the general public and change the public's perception of parking. However, other cities, like Eugene, OR, which doesn't have a brand identity, have found an identity organically by encouraging a market for creative culture in their downtown. Improving education and awareness of parking regulations and procedures remains a top priority for many cities as they try to encourage compliance and improve the public perception of parking.